

City of Gunnison



Strategic Plan

Adopted by City Council , 2015

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The *Strategic Plan* will be reviewed annually by City Council and amended as goals are accomplished and new goals/priorities determined.

Budgeting for Goals is implemented via the annual City Budget development process and projects may be included in the City’s Capital Improvement Plan.

Table Key:

Priority:

H = high priority
M = medium priority
L = low priority

Completion:

Target completion date

Team: Point or team leader(s) for project

City Council (CC) and City Manager (CM) are participants in each goal or project

FIN = Finance	PD = Police Department
PW = Public Works	IT = Information Technology
CD = Community Development	CL = City Clerk
PR = Parks & Recreation	PW = Public Works

Goal: 1 Plan for the City's Future

Objective: 1.1: Start or complete planning projects

Action	Priority	Team	Completion
Complete Streets Plan	H	CD	
City Comprehensive Plan Update	M	CD	
3-Mile Plan Update	M	CD	
Lazy-K Property Plan	H	CD	
Broadband	H	IT	
Rebranding the City	L	CM	
City Gateway Vision	H	CC	



Goal: 2 Develop Vibrant and Attractive Community that is inviting to Visitors and Residents.

Objective 2.1: Create a lasting first impression on visitors as they enter the City by enhancing the City's gateways.

Action	Priority	Team	Completion
Integrate planning efforts for pedestrian/bike improvements/safety enhancements with planning for gateway beautification	H	CD	

Objective 2.2: Make highway corridors and downtown a great place to spend time.

Action	Priority	Team	Completion
Work with downtown businesses to declutter sidewalks while striking a balance with bringing business outside	L	CD	
Relocate bike racks to 1 st parking space each block	H	PW	
Work with CDOT to identify options for balancing traffic movement, parking, and improving the visitor experience on Main Street	M	PD,CD	
Acquire additional land for downtown parking	H	CM	
Explore increasing flexibility with open container laws for downtown events	L	CL	
Continue to participate in the Better Cities economic study and determine how to integrate recommendations for downtown redevelopment into the City's <i>Strategic Plan</i>	H	FIN	
Begin design work and community engagement to plan the redevelopment of IOOF Park into a City Center.	M	PR	

Objective 2.3: Maintain a focus on the City's entire Business District

Action	Priority	Team	Completion
Engage business owners early and often on issues that may impact them to seek feedback. Work to build consensus on issues that arise	H	CM	
Develop free Wi-Fi service within the business district for visitors and residents	L	IT	

Objective 2.3: Maintain a focus on the City's entire Business District (cont.)

Action	Priority	Team	Completion
Integrate Arts into planning process, and use public art to enhance the business district	M	CD	
Develop a tree program with the goal of lining the City's major business corridor with a healthy tree canopy	H	PW	
Begin a rotating seasonal flag/sign program to brand and market the community's amenities and events	M	PW	
Develop design standards for businesses under 50,000SF to help improve appearance of the buildings within the business district.	H	CD	
Create a façade grant program for businesses to encourage private reinvestment of business store fronts	L	FIN	
Identify opportunity for additional pocket parks throughout the business district	M	PR	



Goal: 3 Create a Walkable, Bikeable, Driveable Community That is Safe and Accessible to all Types of users

Objective 3.1: Develop complete streets to address multi-modal use of streets, aesthetics and help create a sense of place.

Action	Priority	Team	Completion
Review existing plans & policies; consolidate & update these into a single Complete Streets program that balances safe and efficient travel for vehicles, bikes, commercial traffic and pedestrians.	L	CD	
Design major transportation corridors to be visually appealing to visitors and citizens.	H	CD	
Develop a City-wide comprehensive signage program	M	PW	
Work w/CDOT to develop a complete street profile for Tomichi & Main so motorists feel they have entered a community & are no longer on the Hwy.	H	CD	
Conduct demonstration project along Hwy 50, in partnership w/CDOT, to demonstrate the various techniques used to develop a Complete Streets program	L	CD, PW	
Seek community input during the planning and execution phases of a complete streets demonstration project, and conduct a post demonstration engagement process to evaluate success and gather community feedback	L	CD	
Increase community engagement efforts to help identify priorities, get input on design ideas, and to continuously work to educate all users on safety concerns.	M	CD, PD	



Objective 3.2: Prioritize capital investment in street, sidewalk and trails development

Action	Priority	Team	Completion
Review 2012 Non-Motorized Transportation Plan & identify key trail/sidewalk/safety improvements to fund in 2015, 2016 and 2017. Focus on “low-hanging fruit” such as trail development to demonstrate quick progress to the community.	H	CD	
Establish annual lineal foot goal for new trail and sidewalk development.	L	PW	
Review annual funding dedicated to sidewalk installation/maintenance/repair/replacement. Determine funds necessary to meet annual trail/sidewalk development goals	L	PW	
Continue to expand ADA accessible sidewalks & facilities as new sidewalks & trails are constructed	L	PW	
Develop physical trail link w/WSCU	H	CD,PW	
Build pedestrian bridge connection Legion & Jorgensen Parks. Ensure bridge design is compatible w/and enhances City’s gateway.	L	PW	
Proactively acquire tracts of land and/or easement along river corridor to facilitate build-out of river trail system.	H	CM	
Set aside funding for acquisition of tracts along River corridor.	H	FIN	



Objective 3.3: Maintain a focus on safe use of streets, sidewalks and trails

Action	Priority	Team	Completion
Utilize new electronic message board to regularly message pedestrian and bike safety and awareness. Identify existing safety concerns and conflicts and develop strategies to address these concerns.	H	PD	
Identify existing safety concerns & conflicts and develop strategies to address those concerns.	M	PD	

Goal: 4 Invest in Capital Projects

Objective 4.1: Invest in capital projects



Action	Priority	Team	Completion
Downtown Renaissance	H	CD	
Recreation Center Phase III	M	PR	
Lazy K Property Development	H	CD	
Accelerate development of trails	M	PW	
IOOF Park Redevelopment	M	PR	
Safe Streets Program	M	CD	



photo provided by Matt Burt

Goal: 5 Make Employment with the City Attractive to Current and Future Employees

Objective 5.1: Demonstrate the value of the City's employees to current and future employees

Action	Priority	Team	Completion
Reach 100% parity for all City positions	H	FIN	
Regularly evaluate & adjust salaries as appropriate to stay competitive within job marketplace	H	FIN	
Evaluate attractiveness of part-time & seasonal employment & adjust wages, experience requirements, & benefits to attract students, retirees, & others seeking part-time employment.	L	FIN	
Support community-wide efforts to develop affordable housing to enhance future employees housing options	L	CM	
Invest in employee enrichment including training & benefits	M	FIN	
Evaluate, as needed, classification of existing positions & consider appropriate reclassification as needed to address lack of promotional opportunities	M	FIN	

Objective 5.2: Prepare for retirements of existing employees

Action	Priority	Team	Completion
Evaluate FTE requirements to maintain service levels or grow service levels as needed. Take into account impact of retirements on both quality & quantity of work achieved by existing employees.	M	FIN	
Evaluate salary ranges & job descriptions to remain competitive for employee recruitment	M	FIN	
Invest in training of existing employees to develop job skills certifications & management training to facilitate upward mobility of existing workforce as retirements occur	H	All	
Identify training needs & opportunities across all departmental staff	M	All	
Increase annual training budgets	M	FIN	

Goal:6 Improve Delivery and Efficiency of City Services

Objective 6.1: Enhance efficiency and effectiveness of City services

Action	Priority	Team	Completion
Create electronic work flows that speed up processes	M	All	
Maintain the importance of personal interaction	M	All	
Increase convenience of accessing city service i.e. electronic billing, payments, etc.	H	FIN	

Objective 6.2: Increase investment in and maintenance of existing facilities and infrastructure

Action	Priority	Team	Completion
Hire facilities maintenance staff	H	PR,CL	
Budget line items for contractor services	L	FIN	



Objective 6.3: Coordinate the dissemination of information using multi-modal media

Action	Priority	Team	Completion
Develop communications plan	H	CL	
Establish community information kiosk	L	PR	
Evaluate website & social media presence	M	CL	
Evaluate hiring a public information position	H	CM	

Goal: 7 Increase Community Engagement Efforts and Strengthen Local Regional Partnerships

Objective 7.1: Increase the quality, efficiency, and variety of tools used to engage and inform the community

Action	Priority	Team	Completion
Establish public information position & charge position w/creating & implementing communication plan	H	CM	
In communications plan, identify easy, low cost, quick communication/engagement tools that can be quickly implemented including updating to a mobile friendly website, increasing access to online forms, online surveys, investing in technology that integrates social media communications.	H	All	
In Communications Plan, develop strategies for reaching out to those citizens that do not typically join community discussion including non-English speaking families/individuals, home-bound, those not technology connected, youth & university students. Focus to build trust w/these community members.	H	CL	
Communicate & celebrate successes.	L	All	
Evaluate creation of citizen advisory committee to gain feedback on how to utilize excess recreation tax funds.	L	PR	
Install information kiosk currently budgeted and utilize as a communication tool	L	PR	
Work w/regional partners to create a centralized community calendar identifying meetings, classes & events.	M	CL	
Build on momentum created through the partnership with Gunnison County Schools on civic engagement and develop a summer youth work/training program to engage the community youth, build civic pride and fill critical volunteer needs within the community.	L	CL,PR	
Partner w/WSCU to create a civic/community engagement/service learning program for incoming University freshmen. Focus on opportunities to guide freshmen into volunteer and paid opportunities through seasonal and part-time employment opportunities.	H	PR,FIN	

Objective 7.1: Increase the quality, efficiency, and variety of tools used to engage and inform the community (continued)

Action	Priority	Team	Completion
Celebrate diversity of community.	L	All	
Identify barriers to recruiting volunteers for community boards, and work w/local partners to collectively address strategies for increasing participation on these boards.	M	CL	



Objective 7.2: Build on current cooperative efforts locally and regionally

Action	Priority	Team	Completion
Continue to participate in regional planning efforts such as current Better Cities process	H	CM	
Create a clear mission & vision statement & identity for City to maintain its identity while working with partners & other organizations	M	CM	
Annually identify areas of mutual concern & utilize existing forums such as Mayors/Managers meetings to open dialogue with other entities.	L	CM	

Goal:8 Support On-Going Economic Development Efforts Within the Community

Objective 8.1: Clarify the City's role in economic development

Action	Priority	Team	Completion
Invite economic developers from neighboring communities to present economic models in different community and the role of local government in those models	L	CM	
Engage in conversation w/community about types of economic development are appropriate/desired in Gunnison	H	CM	
Confirm City's role in private/public partnerships i.e. URA's. TIFFs, PIF, etc.	M	CM	
Economic Development partnerships	H	CM	

Objective 8.2: Be a voice for the City of Gunnison's economic vision at regional conversations

Action	Priority	Team	Completion
Continue to participate in current joint Better Cities process & reevaluate this strategic plan to incorporate recommendations as appropriate	H	CD	
Develop a joint City/County economic strategy	L	CM	

